

Department of the Army
Headquarters, United States Army
Training and Doctrine Command
Fort Monroe, Virginia 23651-1047

TRADOC Regulation 10-5-6

15 September 2005

Organization and Functions
UNITED STATES ARMY WAR COLLEGE

Summary. This regulation prescribes the organization, mission, functions, and command and control relationships of the United States Army War College (USAWC), resulting from the Realignment Task Force decision to align USAWC and U.S. Army Training and Doctrine Command (TRADOC) effective 1 October 2003 and the TRADOC initiatives to realign responsibilities and functions across the command.

Applicability. This regulation applies to the Active Army, Department of the Army (DA) Civilians, U.S. Army Reserve, and Army National Guard assigned to the USAWC.

Supplementation. The Deputy Commanding General/Chief of Staff (ATCS), Headquarters, U.S. Army Training and Doctrine Command, 7 Fenwick Road, Fort Monroe, VA 23651-1049 must approve supplementation of this regulation.

Suggested improvements. The lead responsibility for this regulation is the USAWC. Send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to Commandant, U.S. Army War College (ATWC-CDP), 122 Forbes Ave, Carlisle Barracks, PA 17103-5210. Suggested improvements may also be submitted using DA Form 1045 (Army Ideas for Excellence Program (AIEP) Proposal).

Availability. This regulation is distributed through the TRADOC Homepage at <http://www.tradoc.army.mil/tpubs/regndx.htm>.

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Chapter 1

Introduction

1-1. Purpose. This regulation prescribes the mission, functions, responsibilities, policies, and procedures that pertain to the organization and functions of the USAWC. It also sets forth the relationship between USAWC, the Chief of Staff, Army (CSA), TRADOC, and Headquarters, Department of the Army (HQDA) Deputy Chief of Staff (DCS), G-3/5/7 (Operations and Plans) and G-8 (Programs).

1-2. References. Appendix A contains the required and related publications and references.

1-3. Explanation of abbreviations and terms. The glossary explains abbreviations and explanations of terms used in this regulation.

1-4. Responsibilities.

a. The Deputy Commandant (DCmdt). The DCmdt will approve recommended changes to this regulation prior to forwarding to the Deputy Commanding General/Chief of Staff (DCG/CofS), TRADOC for approval.

b. The Director of Plans and Operations (DPO). The DPO will:

- (1) Serve as the USAWC and Carlisle Barracks lead for this document.
 - (2) Review and coordinate proposed changes and forward recommendations for approval to the DCmdt.
- c. The Director of Resource Management (DRM). The DRM will:
- (1) Advise and assist organizations on organizational and functional alignment.
 - (2) Review proposed changes for organizations, standardization, format, adequacy of statement of responsibilities and functions, and effect on resources to assist the DPO.

1-5. Policy.

- a. The USAWC staff exists to assist the Commanding General (CG) in his role as Commandant to accomplish the mission of the USAWC and in support of his role as senior mission commander for Carlisle Barracks by providing staff management, planning, and coordination capabilities.
 - b. In all matters, the staff acts through the DCmdt or Chief of Staff (CofS), who act on the behalf of the CG/Commandant.
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Chapter 2

U.S. Army War College

2-1. Mission of USAWC. To prepare selected military, civilian, and international leaders for the responsibilities of strategic leadership; educate current and future leaders on the development and employment of landpower in a joint, interagency, intergovernmental, and multinational (JIIM) environment; research and publish on national security and military strategy; and engage in activities that support the Army's strategic communication efforts.

2-2. Organization of USAWC. The USAWC is a special activity of TRADOC consisting of six major institutions and centers, and staffs.

- a. The USAWC consists of the command group, Headquarters (HQ) USAWC staff, College, Strategic Studies Institute (SSI), Center for Strategic Leadership (CSL), U.S. Army Heritage and Education Center (AHEC), and Chief Information Office (CIO). The Army Physical Fitness Research Institute (APFRI), a subordinate command of the U.S. Army Center for Health Promotion and Preventive Medicine, is attached to the USAWC to support its mission.

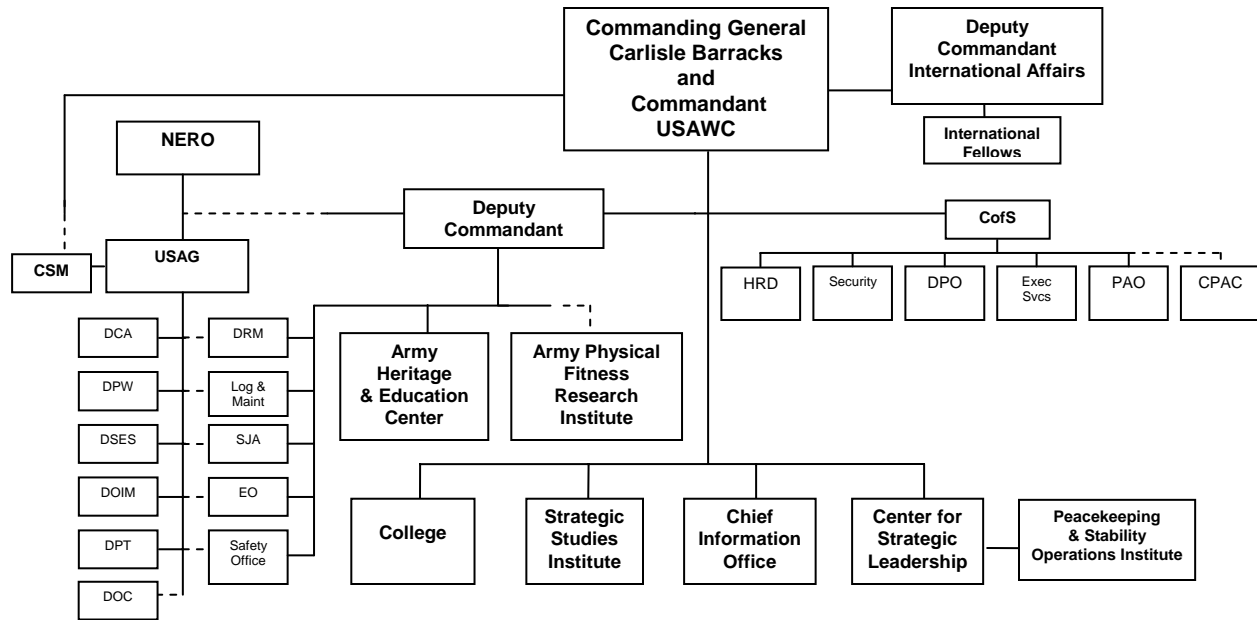


Figure 2-1. U.S. Army War College organization

b. The HQ USAWC consists of the command group, coordinating staff, personal staff, and special staff. Although the U.S. Army Garrison (USAG) at Carlisle Barracks is a subordinate command of the Installation Management Agency (IMA), portions are directly subordinate to the HQ USAWC staffs with regard to support to the USAWC and its mission.

c. The HQ USAWC coordinating staff provides staff management, facilitates external coordination, and assists the DCmdt and CofS in the prioritization of resources. It ensures the coordination and integration of initiatives and functions between external commands and organizations, and within the USAWC. The HQ USAWC coordinating staff is the primary interface with external agencies (HQ TRADOC, Department of Defense (DoD), HQDA, joint organizations, other Services, Congress, and other external agencies and organizations) to provide USAWC positions and receive taskings and requests for support.

d. The special staff is comprised of the Equal Opportunity Adviser (EOA), Safety Manager, advisers from the other Services, and the reserve components. This staff's role is to provide liaison between the USAWC and their respective headquarters, and to provide subject matter expertise to the commander, faculty, and students of the USAWC.

e. The personal staff's primary purpose is to facilitate the CG, USAWC's special interest programs and activities which include public affairs and legal issues.

2-3. Core competencies and supporting functions of USAWC.

a. USAWC core competency # 1. Educate the nation's current and future leaders in strategic leadership and the development and employment of landpower in a JIIM environment.

(1) Conduct resident and distance education programs (DEP) to develop the competence of military, civilian, and international leaders to:

(a) Assume senior command responsibilities, perform key staff assignments, and serve in planning and policy making positions in major Army, unified, and JIIM HQ.

(b) Update and refine the knowledge, skills, and insights required to deal with contemporary and prospective professional military problems and issues.

(c) Develop broad perspectives and understanding of the considerations that influence national security affairs and Army and joint doctrine.

(d) Improve the ability to employ military forces in the context of the National Security Strategy (NSS) of the United States, the National Defense Strategy, the National Military Strategy (NMS), and the joint and international environments.

(e) Promote habits of independent judgment, objective analysis, and adaptability to change. Promote habits of well-being that contribute to preparedness for senior-level positions. Produce self-aware, adaptive leaders for the current and future force.

(f) Encourage self-analysis and stimulate a desire for continued self-development as part of life-long learning.

(g) Provide intellectual challenge and an opportunity for individual contributions to the advancement of the art and science of warfare.

(2) Develop and execute the U.S. Army's senior officer resident and DEPs for leader development and continuing education at the strategic level (Military Education Level-1 (MEL-1)).

(3) Develop, maintain, and conduct Reserve Component (RC) education programs to include: the Reserve Component National Security Issues Seminar (RCNSIS), the Senior Reserve Component Officer Course (SRCOC), and the Adjutants General National Security Seminar (AGNSS).

(4) Conduct the Defense Strategy Course (DSC).

(5) Administer the International Fellows (IF) Program.

(6) On behalf of HQDA DCS, G-3/5/7, administer the Senior Service College Fellowship Program (SSCFP).

(7) Serve as the CSA's Executive Agent for Joint Flag Officer Warfighting Course (JFOWC).

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(8) Ensure the integration of unified and JIIM education and doctrine within the USAWC curricula for joint accreditation purposes.

(9) Support the Defense Leadership and Management Program (DLAMP) at the senior service college level by providing MEL-1 education via Resident and Distance Education Programs (REP and DEP, respectively).

(10) Assist Combined Arms Center (CAC) by providing recommendations through the Deputy Chief of Staff for Operations and Training (DCSOPS&T), HQ TRADOC, and HQDA DCS, G-3/5/7, to the CSA on matters pertaining to senior officer education, core leader development, and continuing education.

(11) Execute Functional Area (FA) 59, Strategist, Career Field Course, (Basic Strategic Arts Program (BSAP)) in accordance with HQDA DCS, G-3/5/7 and TRADOC guidance and resourcing, to ensure it is current, challenging, and fully supportive of the Army's future needs.

(12) Administer the USAWC Library collections and related professional services for associated educational, research, and strategic communications functions.

(13) Conduct the Joint Force Land Component Commander (JFLCC) Course.

b. USAWC core competency # 2. Research and publish on national security issues of value to the Army, DoD, and the Nation.

(1) Serve as the U.S. Army's strategic analysis and research center for the assessment and development of strategic thought for the employment of landpower in joint and combined military operations and publish research products to promulgate its analysis.

(2) Support historical research of the U.S. Army and the Nation with a prestigious repository of non-record materials (such as diaries, letters, personal accounts, journals, and other unofficial correspondence) related to the history of the U.S. Army.

(3) Conduct independent research on issues related to military strategy, planning, and policy, the nature of land warfare, geo-strategic issues, and future Army needs to support the CSA, HQDA, and DoD.

(4) Partner with the School of Advanced Military Studies and prestigious civilian academic institutions to research substantive issues of mutual concern, develop innovative concepts for the Army's consideration, and cultivate better understanding of the U.S. Army.

(5) Engage nationally and internationally renowned scholars to research and publish studies of national security and military strategy issues of interest to Army and DoD leadership.

(6) Publish studies, writings, and professional journals, such as Parameters, on subjects pertaining to strategic leadership and the strategic art of land warfare.

(7) Serve as primary review authority and/or technical review authority for HQDA and TRADOC concerning selected joint publications dealing with strategic leadership and landpower.

(8) Assist the CSA and Army staff in the development of Army positions and concepts to incorporate into national security and military strategies and to support strategy and forces defense reviews.

c. USAWC core competency # 3. Support the Army's strategic communications efforts by engaging the Nation and its leaders to increase understanding of strategic leadership, the role of landpower in support of the NSS, the Army's core competencies, and the Army's Title 10 responsibilities.

(1) Conduct strategic communications programs, exercises, conferences, and simulations in support of the Army's senior leaders, combatant commanders, and interagency organizations that benefit the U.S. Army and the Nation.

(2) Maintain a center for strategic and joint, combined operational wargames and exercises in support of the USAWC curriculum, the U.S. Army, the combatant commanders, TRADOC, and other governmental agencies.

(3) Conduct a regional teams program to enhance productive coordination between USAWC regional and functional experts, unified commands, combined commands, and regionally oriented major Army commands (MACOMs).

(4) Provide support to combatant commanders, through their Army component commanders, in the development of theater issues, strategies, and programs.

(5) Develop and conduct specialized lecture series on the exercise of generalship, strategic leadership, military history, and current issues.

(6) Collaborate and participate with TRADOC in supporting strategic level venues (for example, Eisenhower National Security Conferences and Lexington Institute Conferences).

(7) Serve as the U.S. Army integrating center for strategic-level information in warfare concepts, theory development, and related future technology integration.

2-4. Command and control relationships. The USAWC is a special activity subordinate to the CG, TRADOC. It has the authority to communicate directly with other U.S. Army and DoD command and headquarters elements, combatant commands, other governmental and nongovernmental agencies, organizations, or individuals to execute functions supporting the USAWC core competencies. All congressional contacts are coordinated with the Office of the Chief of Legislative Liaison. The USAWC will furnish copies of such communications to appropriate commanders or agencies, and formal taskings through command channels. The USAWC will keep the HQ TRADOC command group abreast of significant direct external contacts, engagements, and support.

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a. Commanding General, TRADOC.

- (1) Provides direct supervision and direction to the USAWC.
- (2) Assures USAWC curriculum is integrated and synchronized in the comprehensive Officer Education System.
- (3) Approves programming, budgeting, and manpower levels for the USAWC.

b. Commandant, USAWC.

- (1) Reports to the CG, TRADOC concerning the USAWC missions and functions and provides an annual update of the USAWC Strategic Plan to the CG, TRADOC.
- (2) Serves as senior mission commander for Carlisle Barracks.
- (3) Serves as the CG for Carlisle Barracks, Pennsylvania.

c. Chief of Staff, Army.

- (1) Provides guidance through the CG, TRADOC, to the Commandant, USAWC regarding the USAWC's Strategic Plan, and provides biennial terms of reference.
- (2) Guides the U.S. Army's senior officer leader development, with special attention concerning instruction for senior service college and senior officer continuing education programs.
- (3) Invites selected countries to send students to attend the USAWC.

d. Headquarters, DA G-3/5/7 and G-8.

- (1) Working with HQ TRADOC, tasks, reviews, and directs USAWC to develop appropriate strategy and policy assessments and studies in support of HQDA, MACOMs, or other governmental agencies.
- (2) In coordination with HQ TRADOC, ensures the Commandant, USAWC is kept informed of developments in national security strategy, military strategy, and appropriate supporting policies and plans.

e. Northeast Region, Installation Management Agency.

- (1) Provides installation operations and administration in support of the USAWC missions and functions.

(2) Ensures all installation support priorities are coordinated with the Commandant, USAWC.

f. Subordinate organization assignments. TRADOC defined the command and control relationships of “lead” and “assist” in TR 10-5. Those definitions are used in this document.

(1) Table 2-1 summarizes the lead assignments for the USAWC’s three core competencies.

Table 2-1

USAWC core competencies lead designations

USAWC Core Competency	USAWC Lead
Educate the nation’s current and future leaders in strategic leadership and the development and employment of landpower in a joint, interagency, intergovernmental, and multinational environment.	The College
Research and publish on national security issues of value to the Army, DoD, and the Nation.	SSI
Support the Army’s strategic communications efforts by engaging the Nation and its leaders to increase understanding of strategic leadership, the role of landpower in support of the National Security Strategy, the Army’s core competencies, and the Army’s Title 10 responsibilities.	CSL

(2) The USAWC assists CAC, the TRADOC lead, with the core function of leader development and education. In particular, the USAWC is responsible for educating senior leaders in strategic leadership and the development and employment of landpower in a JIIM environment. The Dean of Academics is the USAWC lead for this USAWC core competency.

(3) All other USAWC organizations and institutes are designated as assists for the assigned leads with regard to the USAWC’s core competencies.

2-5. Policies and procedures.

a. The USAWC may use memorandums of understanding or other agreements with U.S. Army elements and external agencies to improve coordination and govern specific working arrangements, as approved by CG or DCG/CofS, TRADOC.

b. The designated website, <http://www.carlisle.army.mil/>, will contain public information concerning the USAWC and its programs.

c. Governmental agencies, organizations, and individuals may contact the USAWC directly concerning routine matters, or Freedom of Information Act inquiries, by contacting the Commandant, U.S. Army War College, Carlisle, PA, 17013-5210, or through electronic mail, AWCC@carlisle.army.mil.

d. Individuals and organizations should make requests for official taskings and inquiries of a substantive nature through CG, TRADOC (ATCS), to the Commandant, USAWC.

Chapter 3

Headquarters USAWC

Section I

Organization of HQ USAWC

3-1. Command group. The command group executes the responsibilities of command and control of subordinate elements assigned to the USAWC and Carlisle Barracks. The command group consists of:

- Commanding General/Commandant (CG/Cmdt).
- Deputy Commandant for International Affairs.
- Deputy Commandant.
- Chief of Staff.
- Command Sergeant Major.

3-2. Coordinating staff. The coordinating staff consists of:

- Director of Human Resources (HRD).
- Chief of the Security Office.
- Director of Plans and Operations.
- Director of Resource Management.
- Director of Executive Services.
- Director of Civilian Personnel Advisory Center (CPAC).

3-3. Special staff. The special staff consists of:

- Equal Opportunity Adviser
- Safety Manager
- Senior Navy Representative.
- Senior Air Force Representative.
- Senior Marine Corps Representative.
- U.S. Army Reserve Adviser.
- U.S. Army National Guard Adviser.

3-4. Personal staff. The personal staff consists of:

- Director of the Public Affairs Office (PAO).
- Staff Judge Advocate (SJA).

Section II

Headquarters USAWC command group

3-5. CG/Cmdt. Commands the USAWC and all other activities on Carlisle Barracks, and is the senior mission commander, and CG, Carlisle Barracks. The Commandant, USAWC is responsible for all aspects of training, education, and mission accomplishment for the USAWC.

- a. Provides appropriate strategy and policy assessments and studies directly to the CSA, HQDA, MACOMs, and other government agencies, as required.
- b. Approves USAWC curriculum.
- c. Approves faculty recruitment, selection, retention, and development programs.
- d. On behalf of the CSA, hosts selected countries' officers as students at the USAWC.

3-6. Deputy Commandant for International Affairs.

- a. Serves as the senior Department of State representative at the USAWC.
- b. Assists the Commandant in developing USAWC policy and decision making processes.
- c. Exercises academic supervision for International Fellows and manages the IF Office.
- d. Leads IF trips and assists in all aspects of experiential learning, to include the Strategic Crisis Exercise (SCE).
- e. Advises on curriculum planning with respect to U.S. foreign policy, regional studies, and political-military affairs.
- f. Supports the academic program as a lecturer, consultant, and research adviser.

3-7. Deputy Commandant.

- a. Second in command to the Commandant.
- b. Serves as the USAWC Chief Financial Officer.
- c. Allocates and controls USAWC mission resources, to include finances and personnel.
- d. Provides guidance to and coordinates with the Garrison Commander on facility requirements and maintenance.
- e. Provides supervision to the RC advisers; Director, AHEC; Director, APFRI; and senior service representatives.

3-8. Chief of Staff.

- a. Directs, coordinates, supervises, and trains the staffs as applicable.

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- b. Integrates internal staff support for the coordinating, special, and personal staffs and directorates of the USAWC in support of the USAWC core competencies.
- c. Responsible for all internal coordination and taskings involving the directorates and separate institutions.
- d. Responsible for all personnel assignments and hiring actions, operations, and planning functions for the USAWC and Carlisle Barracks. Coordinates the support of the HQ USAWC coordinating staff offices: PAO, Executive Services, DPO, HRD, CPAC, and Security Office.
- e. Serves as the USAWC civilian personnel position manager for the installation.

3-9. Command Sergeant Major.

- a. Performs duties as the senior noncommissioned officer (NCO) on Carlisle Barracks and the senior enlisted adviser to the Commandant on all NCO and enlisted matters.
- b. Responsible for day-to-day installation operations with primary focus on the discipline, morale, and welfare of all enlisted personnel on Carlisle Barracks.
- c. Leads Soldiers and NCOs in the planning and execution of post support details and taskings, and advises and keeps the Commandant and other senior leaders informed about matters affecting enlisted personnel.
- d. Supervises programs and addresses issues pertinent to maintaining Soldier professionalism and improving the overall quality of life for enlisted personnel and their families.
- e. Ensures Soldiers assigned to Carlisle Barracks meet and maintain the Army standard, for example, physical fitness, common task training, and other Soldier skills as necessary.
- f. Provides senior NCO mentorship to students of the USAWC going into command.

Section III

Headquarters USAWC coordinating staff

3-10. Director of Human Resources.

- a. Mission. Provides human resource support to assigned or attached USAWC students, Senior Service College Fellows, active duty personnel assigned, retirees, and family members. Provides personnel management support to the USAWC and Carlisle Barracks.
- b. Organization. The HRD consists of three elements: Operations Section, Administration Section, and the Military Personnel Division (MPD).

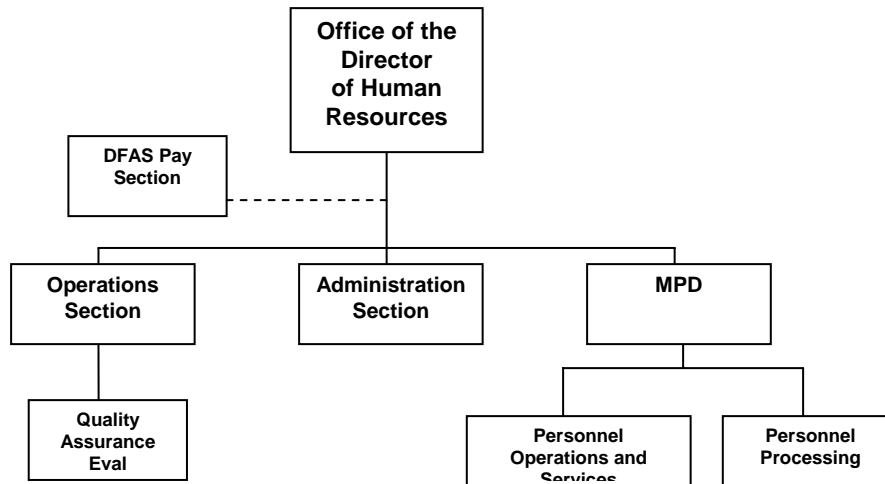


Figure 3-1. Human Resources Directorate

c. Functions.

(1) Coordinates with HQ TRADOC, IMA, and Human Resources Command (HRC) on all Army enlisted and officer personnel assigned to USAWC and USAG Carlisle Barracks.

(2) Manages USAWC and USAG Carlisle Barracks Officer Distribution System and associated officer requisition validations.

(3) Manages enlisted Soldier requisitions.

(4) Coordinates with senior service representatives to obtain accountability of other service assets assigned to USAWC.

(5) Processes requests for personnel actions that affect strength management (retirements, discharges, separations, transfers, deletions, reassignments, stabilizations, deferments, releases from active duty status, curtailments, extensions, reclassifications, stop-losses, stop-moves, and others).

(6) Analyzes and prepares updates on the results of central selection promotion and school lists for USAWC and USAG Carlisle Barracks.

(7) Maintains a local database of personnel information for assigned military and validates information with HQDA databases and programs (Electronic Military Personnel Office (EMILPO), Total Officer Personnel Management Information System (TOPMIS), Enlisted Distribution Assignment System (EDAS), and personnel tempo (PERSTEMPO)).

(8) Interprets personnel policy (AR 600-8 series) and develops personnel management policies and procedures for USAWC, USAG Carlisle Barracks, and supported units.

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(9) Manages rating schemes for the USAWC and USAG Carlisle Barracks units to include monitoring all award recommendations and evaluations for the USAWC and USAG Carlisle Barracks.

(10) Conducts statistical analysis of award recommendations and personnel evaluations.

(11) Supervises the installation casualty affairs program and ensures timely reporting to the command group.

(12) Manages command PERSTEMPO program.

(13) Provides ceremonial assistance to the USAWC and USAG Carlisle Barracks.

(14) Serves as the primary ID Card and Defense Enrollment Eligibility Reporting System station for the State of Pennsylvania.

(15) Provides retirement and transition services for all Soldiers assigned to the USAWC, USAG Carlisle Barracks, and U.S. Army Reserve (USAR) or Army National Guard (ARNG) Soldiers retiring in central Pennsylvania.

3-11. Chief of the Security Office.

a. Mission. Provides advice and assistance to implement TRADOC, DoD, and HQDA security regulatory requirements, policies, and procedures.

b. Functions.

(1) Provides daily management and direction for physical, personnel, industrial, technical, and information security.

(2) Conducts security education for the USAWC and USAG Carlisle Barracks.

(3) Administers organizational foreign disclosure and foreign visitor control program in support of foreign faculty and students. Coordinates foreign disclosure, visitor authorizations and access, and other visit issues.

(4) Supervises consolidated USAWC G-2 Office, responsible for security support to include providing guidance, advice, assistance, and staff management for the classified information created, processed, and stored by mission and garrison activities.

(5) Provides personnel security administrative, clearance, and access support.

(6) Provides security awareness education and training and ensures special access program requirements are met.

(7) Coordinates counter intelligence, tempest, technical surveillance countermeasures, and polygraph support when necessary.

(8) Provides advice and assistance for classified conferences and wargames.

(9) Provides guidance and support for physical security requirements in protection of classified information and restricted areas including Root Hall, Bliss Hall, and Collins Hall.

3-12. Director of Plans and Operations.

a. Mission. Responsible for post-wide synchronization and coordination of activities and events other than academic scheduling and for coordination of the strategic planning effort for Carlisle Barracks.

b. Organization. The DPO consists of two sections: Current Operations and Strategic Planning.

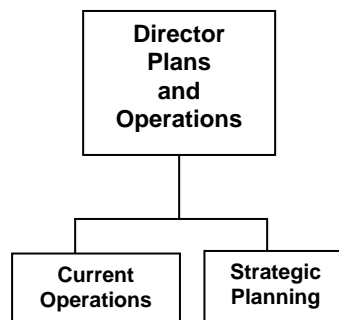


Figure 3-2. Plans and Operations Directorate

c. Functions.

(1) Serves as the tasking authority for the USAWC and Carlisle Barracks. Responsible for tracking internal and external taskings and coordinating taskings between internal USAWC and Carlisle Barracks organizations.

(2) Plans, resources, and executes USAWC ceremonies.

(3) Maintains the USAWC and Carlisle Barracks master events calendar and provides input to the HQ TRADOC master activities calendar.

(4) Coordinates logistics and administrative support for the USAWC resident student annual trips to New York City and Washington, D.C.

(5) Tracks the production of all operations orders and memorandums of instruction for the USAWC. Conducts staff action analysis, preparation, coordination, assignment, and tracking.

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(6) Collects and disseminates significant activity reports from across the USAWC and Carlisle Barracks for forwarding to HQ TRADOC.

(7) Maintains and administers the USAWC Strategic Readiness System.

(8) Prepares and submits the TRADOC Status Report.

(9) Conducts strategic planning for the USAWC.

(a) Develops and publishes the Fiscal/Academic Year Planning Guidance for the Commandant.

(b) Updates and re-publishes the USAWC Strategic Planning Guidance.

(10) Develops and publishes Carlisle Barracks and TRADOC regulations that pertain to the USAWC.

(11) Develops and rehearses the USAWC evacuation plan.

(12) Provides staff management for executive summary submissions to HQDA DCS, G-3/5/7 and HQ TRADOC with regard to visits by distinguished visitors.

(13) Provides staff management for foreign, senior U.S. military, and special guest visit requests to the USAWC and Carlisle Barracks.

(14) Coordinates and synchronizes RC issues, including mobilization and reorganization as required.

(15) Executes TRADOC Global War on Terrorism and Worldwide Individual Augmentation System tasking coordination.

3-13. Director of Resource Management.

a. Mission. Formulates programs and allocates, administers, monitors, and controls the utilization of activities resources to execute the missions during the entire Planning Programming Budgeting and Execution (PPBE) process. The DRM is the principal resource adviser to the CG/Cmdt for finance, accounting, and manpower issues.

b. Organization. The DRM consists of the Financial Management Section and Program and Management Analysis Section.

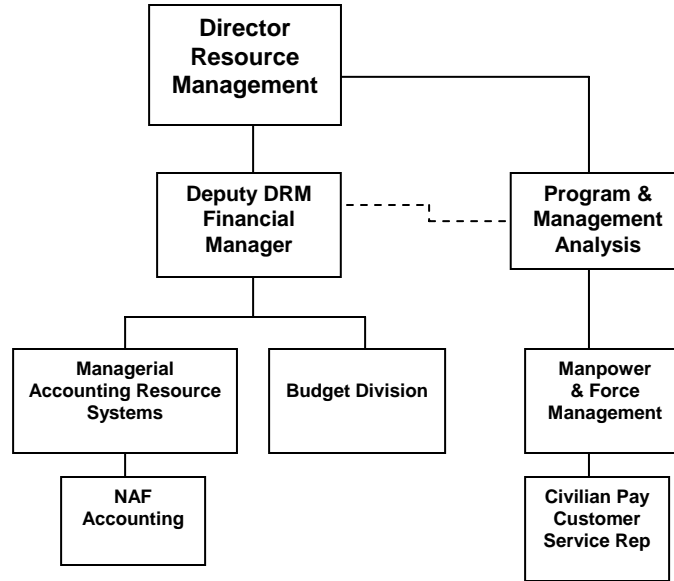


Figure 3-3. Directorate of Resource Management

c. Functions.

(1) Provides staff management for the planning, programming, budgeting and execution of the operating budgets for the USAWC including all its activities, and the USAG Carlisle Barracks.

(2) Receives, processes, and analyzes funding, procurement, and personnel transactions; validates requirements; and certifies funds by inputting data into the appropriate automated systems or preparing the appropriate manual documents for the various systems and programs utilized by the Defense Finance and Accounting Service (DFAS), Contracting Command, IMA, and HRC to support the execution of the operating budgets.

(3) Prepares, processes, reconciles, analyzes, and maintains various reports, schedules, and requests for information in support of DFAS inquiries from the TRADOC and IMA budget estimate and budget guidance processes; TRADOC and IMA data calls; and local reporting requirements, data calls, and inquiries.

(4) Conducts management studies, projects, and analyses to support senior leadership decisions and serves as the USAWC Contracted Advisory and Assistance Service (CAAS) coordinator managing the CAAS process.

(5) Provides staff management of Inter-Service Support Agreements.

(6) Manages and executes or certifies funding received for IF education at the USAWC (International Military Security Assistance Program, which includes Foreign Military Sales and International Military Education Training).

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(7) Serves as the liaison between appropriated fund civilian employees and the DFAS payroll office.

(8) Recommends the allocation of resources through the Program Budget Activity Committee (PBAC) framework through an Executive PBAC (EPBAC). Coordinates all EPBAC meetings. Develops and maintains policy that provides approved procedures for the EPBAC process.

(9) Manages the Program Objective Memorandum (POM) development and submission of resourcing requirements in coordination with the TRADOC Deputy Chief of Staff for Resource Management and HQDA DCS, G-3/5/7, Management Decision Package Manager.

(10) Maintains fund control; performs budget and accounting system administration and training; conducts budget research, analysis, auditing and external agency (DFAS, TRADOC, IMA) coordination; formulates and interprets accounting and budgeting policy; and manages Bank of America Travel Card program.

(11) Coordinates with TRADOC, IMA, and DFAS Rome on all Funding Allowance Document requirements.

(12) Administrator of all software and financial systems utilized by DRM personnel.

(13) Provides feedback to TRADOC and IMA resource managers on prioritization of funds and requirements.

(14) Reviews manpower program ensuring consistency with priorities within framework of command priorities and guidance. Provides operational impact of force structure initiatives.

(15) Monitors the obligation of funds by activities.

(16) Defines resource allocation priorities within area of responsibility or function and organization.

(17) Coordinates year-end closeout operations recommending validation and prioritization of requirements.

3-14. Director of Executive Services.

a. Mission. Provides protocol service to the Commandant and all distinguished visitors (flag officers and civilian equivalents) to Carlisle Barracks. Provides advisory and protocol assistance in support of installation and tenant organizations.

b. Functions.

(1) In coordination with USAWC DPO, serves as liaison between the USAWC and all DoD, non-DoD, and international distinguished visitors.

(2) Lead for coordination of all USAWC distinguished visitors and works directly with HQ TRADOC and respective offices within HQDA and DoD. Directs the planning, organization, and execution of itineraries for all distinguished visitors.

(3) Provides staff management for the planning, coordination, and execution of a variety of official social requirements associated with conferences, foreign visits, events, and briefings, which involve distinguished visitors and/or the USAWC command group.

(4) Directs the coordination and synchronization of various requirements regarding all matters of support for distinguished visitors during conferences to include scheduling and billeting.

(5) Monitors expenditures and maintains records of official representational funds (.0012), nonappropriated funds, and private funds.

(6) Responds to questions from USAWC activity directors and officials on protocol and social matters using applicable directives. Coordinates with HQDA protocol to ascertain the most appropriate answers to questions where there is no clear guidance or precedent.

3-15. Director of Civilian Personnel Advisory Center.

a. Mission. Serves as the lead for federal civilian employment actions within the USAWC and Carlisle Barracks.

b. Functions.

(1) Provides the full range of both employee relations services and those services pursuant to the Installation Labor Relations Program.

(2) Provides advisories associated with the classification and recruitment of installation civilian positions.

(3) Provides employees with information and assistance concerning their federal civil service benefits, opportunities for career advancement, and assistance in understanding and working with the Army civilian personnel system.

Section IV

U.S. Army War College special staff

3-16. Equal Opportunity Adviser.

a. Mission. Assists the CG, USAWC in the commander's role as the command's Equal Opportunity (EO) Officer. Monitors the execution of USAWC and Carlisle Barracks EO program in all commands, agencies, and activities under Carlisle Barracks' jurisdiction to ensure equal and fair treatment of all military personnel and family members without regard to race, color, gender, religion, or national origin.

b. Functions.

- (1) Serves as the principal adviser to the CG/Cmdt on all EO matters.
- (2) Assesses the EO climate in the USAWC and Carlisle Barracks on a continuous basis.
- (3) Assists USAWC and USAG Carlisle Barracks commanders in assessing, planning, implementing, and evaluating the EO program across the command.
- (4) Collects, recognizes, and interprets demographic data concerning all aspects of EO climate assessment.
- (5) Recommends appropriate remedies to eliminate and prevent unlawful discrimination and sexual harassment.
- (6) Prepares EO annual and quarterly narrative statistical reports. Monitors required human relations training within the organization.
- (7) Leads the USAWC and Carlisle Barracks' Consideration of Others Program.
- (8) Monitors the processing of EO complaints and submits required reports to higher headquarters as required.
- (9) Assists in the planning and conduct of ethnic observances and special commemorations.
- (10) Reviews and monitors subordinate unit EO action plans.
- (11) Supports EO training for the USAWC and Carlisle Barracks EO Representatives Course.

3-17. Safety Manager.

a. Mission. Serves as USAWC and Carlisle Barracks staff safety and occupational health (SOH) adviser to the CG/Cmdt. As the technical safety authority, assists in managing, integrating, and providing safety policy and procedures for integrating SOH and risk management at the USAWC and Carlisle Barracks.

b. Functions.

(1) Serves as USAWC and Carlisle Barracks Commander's SOH and risk management adviser, technical consultant, accident prevention policy and program developer, performance monitor, and lead for SOH matters as they apply to the USAWC and Carlisle Barracks programs, personnel, property, and equipment.

(2) Conducts safety education, training, and promotion activities; accident investigation reporting and recordkeeping; hazard analysis; and countermeasure development as it applies to the USAWC and Carlisle Barracks organizations, personnel, property, and equipment.

(3) Provides technical assistance in analysis and preparation of risk management plans for training, operations, and events conducted at Carlisle Barracks. Provides recommendations to the staff on assessments for all high risk operations and training to reduce risk.

(4) Provides training support for risk management for USAWC and Carlisle Barracks personnel and provides on-site inspection of Carlisle Barracks facilities, equipment, and operations.

(5) Assists the HQ TRADOC Safety Office with regard to SOH and risk compliance information and IMA Safety Office for USAG Carlisle Barracks specific SOH issues.

(6) Directs the work of unit safety officers engaged in specialized safety activities.

(7) Provides safety management and serves as technical adviser for USAG Carlisle Barracks Radiation Protection Program.

(8) Supports force projection planning and plan execution.

(9) Reviews military construction contracts; other construction, maintenance, and repair projects; and installation service and procurement contracts.

(10) Implements transportation safety program, including traffic safety, privately owned vehicle (POV) safety, and POV and motorcycle safety training.

(11) Participates in Federal Employee Compensation Act claims case management activities and Civilian Resource Conservation Program initiatives.

3-18. Senior Navy Representative. The U.S. Navy representative is the designated representative of the Chief of Naval Operations and the U.S. Coast Guard to the Commandant, USAWC. The representative's primary responsibility is to act as a special staff officer to the

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Commandant and member of the faculty of the USAWC. The representative serves as ad hoc teaching faculty for the Department of Military Strategy, Planning, and Operations (DMSPO) based on academic qualifications and area of expertise. The representative also actively supports the Warfighter Studies Program (WSP), teaches electives, serves as an adviser to and/or member of academic and faculty boards, and is responsible for service unique functions.

3-19. Senior Air Force Representative. The U.S. Air Force representative is the designated representative of the CofS of the Air Force to the Commandant, USAWC. The representative's primary responsibility is to act as a special staff officer to the Commandant and a member of the faculty of the USAWC. The representative serves as ad hoc teaching faculty for DMSPO based on academic qualifications and area of expertise. The representative also actively supports WSP, teaches electives, serves as an adviser to and/or member of academic and faculty boards, and is responsible for service unique functions.

3-20. Senior Marine Corps Representative. The U.S. Marine Corps representative is the designated representative of the Commandant of the Marine Corps to the Commandant, USAWC. The representative's primary responsibility is to act as a special staff officer to the Commandant and member of the faculty of the USAWC. The representative serves as ad hoc teaching faculty for DMSPO based on academic qualifications and area of expertise. The representative also actively supports WSP, teaches electives, serves as an adviser to and/or member of academic and faculty boards, and is responsible for service unique functions.

3-21. U.S. Army Reserve Adviser. The USAR adviser (Director of Reserve Component Integration) is the designated representative of the Chief, Army Reserve to the Commandant, USAWC. The adviser's primary responsibility is to advise command group members and the various department chairmen on matters pertaining to the USAR and serve as a member of the faculty of the USAWC. The USAR adviser is also responsible for key programs such as SRCOC and the RCNSIS. The adviser may volunteer to teach as an ad hoc member of one of the academic departments based on academic qualifications and area of expertise. The adviser also actively supports WSP, teaches electives, serves as an adviser to and/or member of academic and faculty boards, and is responsible for USAR unique functions.

3-22. U.S. Army National Guard Adviser. The ARNG adviser is the designated representative of the Chief, National Guard Bureau to the Commandant, USAWC. The adviser's primary responsibility is to advise command group members and the various department chairmen on matters pertaining to the ARNG and serves as a member of the faculty of the USAWC. The ARNG adviser is also responsible for the Adjutant General National Security Seminar (AGNSS), and supports the RCNSIS. The adviser may volunteer to teach as an ad hoc member of one of the academic departments based on academic qualifications and area of expertise. The adviser also actively supports the WSP, teaches electives, serves as an adviser to and/or member of academic and faculty boards, and is responsible for ARNG unique functions.

Section V

U.S. Army War College personal staff

3-23. Director of the Public Affairs Office.

a. Mission. Responsible for the command information, public information, and community relations for the USAWC and Carlisle Barracks, which include media relations and activities with local, regional, national, and international media representatives. Community relations include an active speakers bureau and liaison with local organizations, media, and special interest groups.

b. Functions.

(1) Provide strategic analysis to broadcast and print media outlets via subject matter experts on the USAWC staff or faculty or assigned students.

(2) Produce *The Banner*, which is the official command publication for the post. It is published weekly online and monthly in a newsletter format.

(3) Provide instruction and course authorship for a military and the media elective offered to resident students and distance education students while in residence.

(4) Coordinate all media component activities of the SCE.

3-24. Staff Judge Advocate.

a. Mission. Serves as the senior legal adviser to the CG/Cmdt, commander's staff, and the USAG Carlisle Barracks commander and staff.

b. Functions.

(1) Provides legal advice to the command, Soldiers, tenant activities, and eligible clients of the USAWC and USAG Carlisle Barracks.

(2) Provides annual ethics training to all military and civilian federal employees on the installation.

(3) Manages the claims office and ensures that all claims are investigated and adjudicated expeditiously.

(4) Staffs and operates the installation's tax center.

4-1. Mission of the College. The College is responsible for the education of current and future leaders on strategic leadership and the development and employment of landpower in a JIIM environment.

4-2. Organization of the College. The College consists of the Office of the Dean of Academics and six elements: Department of Academic Affairs (DAA); Department of Command Leadership and Management (DCLM); Department of National Security and Strategy (DNSS), Department of Military Strategy, Planning, and Operations (DMSPO); Department of Distance Education (DDE); and the USAWC Library.

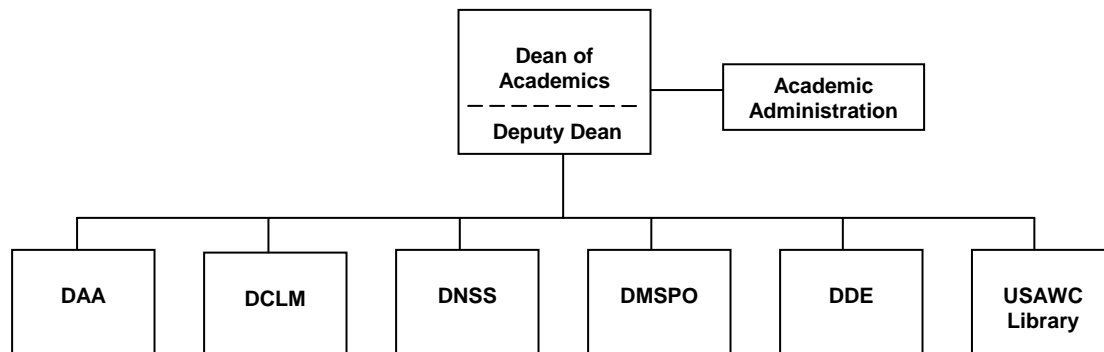


Figure 4-1. The College

4-3. Functions of the College.

a. Serves as the USAWC lead to develop, administer, and coordinate the educational functions of the USAWC, with emphasis on academic program development and evaluation.

b. Plans, executes, and evaluates academic programs.

(1) Conducts the Resident Education Program.

(2) Conducts the DEP.

(3) Conducts the SRCOC.

(4) Conducts the AGNSS.

(5) Serves as lead in support of the USAWC mission to serve as the CSA's Executive Agent for the JFOWC.

(6) Conducts the DSC.

(7) Conducts the RCNSIS.

(8) Conducts the JFLCC.

(9) Conducts the BSAP. Provides the basic qualification course for FA 59, Strategist Career Field Course, as part of the intermediate level education program for officers. Ensures the structure, content, and execution of the FA 59 qualification course is current, challenging, and fully supportive of the Army's future needs.

c. Coordinates the educational efforts of USAWC's faculty, staff, library, institutes, and centers.

d. Maintains a faculty development program consistent with joint, Army, and civilian accreditation guidance.

e. Maintains Joint Professional Military Education accreditation.

f. Maintains accreditation from the Middle States Commission on Higher Education.

g. Awards a Masters of Strategic Studies Degree to qualified graduates.

h. On behalf of the HQDA DCS, G-3/5/7, administers the SSCFP.

i. Ensures the integration of unified and JIIM education and doctrine within the USAWC curricula for purposes of joint accreditation.

j. Supports the DLAMP at the senior service college level by providing MEL-1 education via REP and DEP.

k. Provides recommendations, in coordination with CAC, through TRADOC DCSOPS&T and HQDA DCS, G-3/5/7, to the CSA, on matters pertaining to senior officer education, core leader development, and continuing education.

l. Serves as the Secretary of the Army's lead for publishing *Parameters*, an official U.S. Army periodical, published quarterly.

m. Administers the USAWC Library, a graduate-level resource supporting the USAWC mission.

5-1. Mission of CSL. Operates and maintains a landpower education center and high technology laboratory, supporting senior leader education, research, and strategic communications focusing on JIIM military activities, especially at the strategic and operational levels of war.

5-2. Organization of CSL. The CSL consists of the Director's Office and five elements: Support Branch, Operations and Gaming Division (OGD), Peacekeeping and Stability Operations Institute (PKSOI), Science and Technology Division (STD), and the Strategic Experiential Education Group (SEEG). The Directorate of Strategic Systems (DSS), under the operational control of CIO, provides direct support to all CSL operations.

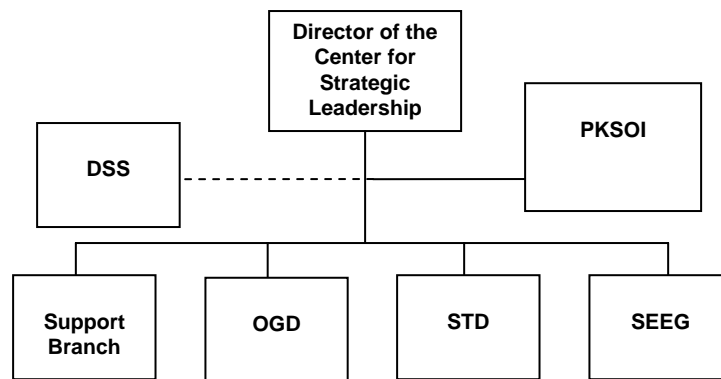


Figure 5-1. Center for Strategic Leadership

5-3. Functions of CSL.

- a. Serves as the USAWC lead to coordinate and manage the strategic communications programs, which benefit the USAWC, in support of the U.S. Army, DoD, combatant commanders, and the Nation.
- b. Expands the study of the strategic use of landpower and its application in joint and combined operations with leading-edge information technology (IT) for simulations, exercises, wargames, studies, and analyses.
- c. Supports the CSA's strategic communications initiatives by facilitating an informed dialogue on national security issues between the U.S. Army, other governmental agencies, and the nongovernmental defense community.
- d. Develops and executes experiential learning related to geopolitical and strategic military decision making.
- e. Provides educational support to USAWC students and selected members of the national security community on the topic of information operations and strategic communications theory, practice, and application at the high operational and strategic level. Maintains and operates

strategic and joint command, control, communications, computers, intelligence, surveillance, and reconnaissance systems for operational and academic use.

5-4. Peacekeeping and Stability Operations Institute

a. Mission. Serves as the U.S. military's center of excellence for the mastering of peace, stability, and reconstruction operations at the strategic and operational levels.

b. Functions.

(1) Shapes military and interagency policy, concepts, and doctrine development for strategic peacekeeping and stability operations.

(2) Conducts senior leader education with regard to peacekeeping, stability, and reconstruction operations.

(3) Facilitates the integration of peacekeeping and stability operations efforts among the U.S. military, interagency, international organizations (IO), coalition partners, and nongovernmental organizations (NGOs).

(4) Serves as liaison between the U.S. military and IOs, NGOs, academia, and the private sector with regard to all matters affecting strategic level peacekeeping, stability, and reconstruction topics.

(5) Provides planning and execution support for peace, stability, and reconstruction operations to the military's senior leadership and their organizations.

(6) Integrates the research of the military, interagency, NGOs, and IOs into a multi-disciplinary effort focused on key issues identified from ongoing operations which will inform policy and concept development.

(7) Assists CAC, HQ TRADOC, and HQDA DCS, G-3/5/7 in the process of integrating new multi-disciplinary strategic level peacekeeping and stability operations concepts and policies into existing doctrine and operational techniques.

Chapter 6

Strategic Studies Institute

6-1. Mission of SSI. Directs strategic studies through rigorous, independent analysis, and develops policy and strategy recommendations in support of U.S. Army and DoD leadership decision making and the USAWC curricula.

6-2. Organization of SSI. The SSI consists of the Office of the Director and four elements: Regional Strategy and Planning Department (RSPD), Art of War Department (AWD), Academic Engagement Office (AEO), and Publications Office (PO).

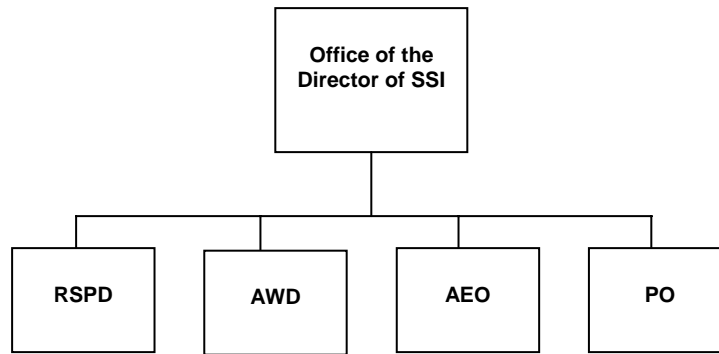


Figure 6-1. Strategic Studies Institute

6-3. Functions of SSI.

- a. Leads the coordination of CSA and CG, TRADOC directed research on operational and strategic issues focusing on land warfare.
- b. Leads the development and execution of an annual research program that benefits the USAWC, the Army, combatant commanders, DoD, and the Nation.
- c. Develops and publishes the annual Key Strategic Issues List to help focus USAWC and other strategic research on the most important strategic issues.
- d. Publishes analytical and critical studies of contemporary importance to the Army and DoD senior leadership.
- e. Supports the USAWC academic programs with faculty instructors and advisers, strategic research, and analysis.
- f. Manages and administers the USAWC's External Research Associates Program to engage the most influential scholars in the research and analysis of the strategic issues most important to Army and DoD leadership.
- g. Manages and administers the USAWC's Academic Engagement Program to facilitate informed dialogue on national security issues between the Army and influential nongovernmental national security and academic institutions.
- h. Manages and administers the USAWC Research Grant Program.
- i. Coordinates strategic research and analytical efforts with other Army and DoD research organizations to facilitate synchronization and judicious use of resources.
- j. Coordinates research and analytical efforts with the Foreign Military Studies Office to ensure synchronization and judicious use of resources.

- k. Collaborates with HQ TRADOC in the analysis of national strategic guidance as represented in the NSS, NMS, Defense Planning Guidance, Transformation Planning Guidance, and other authoritative documents in order to determine implications for the Army.

Chapter 7

U.S. Army Heritage and Education Center

7-1. Mission of AHEC. Collects and preserves historical documents and artifacts broadly relating to the Army's history and heritage and ensures access to materials. Educates the Army and the public on the central role of the Army in the growth, development, and protection of the Nation and its way of life. Supports the USAWC education, research and publication, and strategic communications functions by acquiring, preserving, organizing, and making available historical materials, both documents and artifacts, that tell the Army's story in peace and war.

7-2. Organization of AHEC. The AHEC consists of the Office of the Director and six elements: Military History Institute (MHI), Operations Branch (OPS), Acquisitions Branch (AB), Historical Services Branch (HSB), Technical Services Branch (TSB), and the Army Heritage Museum.

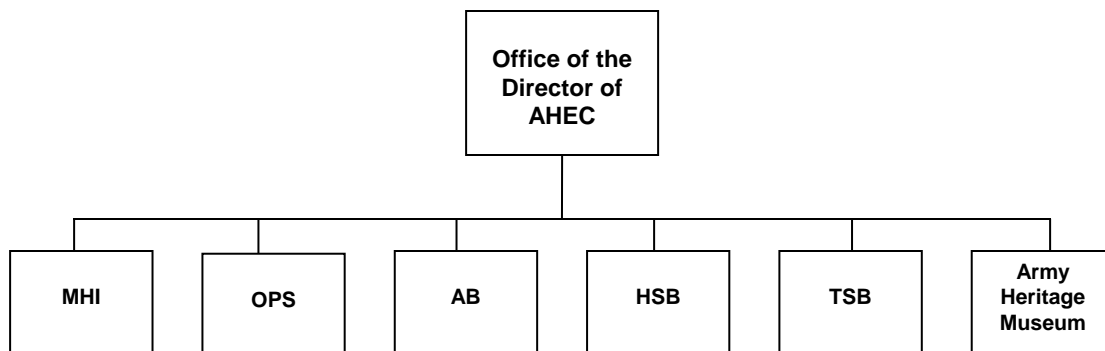


Figure 7-1. U.S. Army Heritage and Education Center

7-3. Functions of AHEC.

- a. Develops and administers a lecture series to the military and public to promote the Army's strategic communication messages.
- b. Provides historical military instruction to USAWC students.
- c. Administers the Roberge Lecture Program.
- d. Preserves military documents and artifacts on behalf the Army.
- e. Administers the research grant program for the Ridgeway family.
- f. Administers the Bristol Military History Writing Awards Program.

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g. Operates the MHI with the following responsibilities:

(1) Acquires, preserves, organizes, catalogs, and provides access to published works, doctrinal literature, personal papers, manuscripts, photos, maps, and other historical materials in coordination with the Army Historical Program and the TRADOC Military History Program.

(2) Conducts surveys of veterans.

(3) Assists the National Museum of the U.S. Army and the Center for Military History with the National Military History Program.

(4) Conducts the Senior Officer Oral History Program to interview retired senior Army leaders and other leaders on subjects of interest to the Army.

(5) Conducts the Division Command Lessons Learned Program to interview Regular Army division commanders as part of the Army end-of-tour interview program

(6) Responds to inquiries and supports research from the broadest possible spectrum of users, to include military and civilian agencies and scholars, authors, students, and media, as well as the public.

(7) Sponsors the Harold Keith Johnson Visiting Professor of Military History and the Perspectives in Military History lecture series on military history topics.

(8) Develops and maintains a digital repository to support a virtual library.

(9) Maintains the Omar N. Bradley Museum historical holdings.

(10) Expands manuscript, photograph, book, and artifact holdings to broaden visitor and education base.

h. Operates the Army Heritage Museum with the following responsibilities:

(1) Acquires, preserves, exhibits, and interprets the artifacts of the Army and the men and women who served that Army at home and abroad.

(2) Develops the Army Heritage Museum exhibit concept and plan for additional gallery space in the Visitors and Education Center.

(3) Maintains accountability of AHEC holdings.

Chapter 8

Chief Information Office

8-1. Mission of CIO. Integrates the procurement, operation, and maintenance of the USAWC IT and communications technology infrastructure.

8-2. Organization of CIO. The CIO consists of the Office of the Chief Information Officer and two elements: Operations Branch and Directorate of Strategic Systems (DSS).

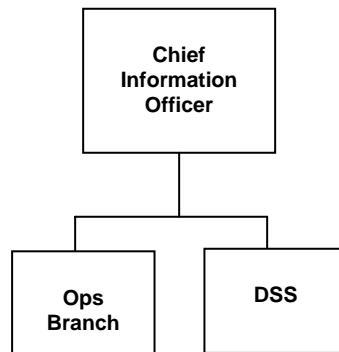


Figure 8-1. Chief of Information Office

8-3. Functions of CIO.

- a. Integrates information and distributive technologies, policies, and investments supporting USAWC education, research and publication, and strategic communications vision.
 - b. Provides IT strategic planning and technical advice. Ensures configuration management to create opportunities for internal USAWC business process improvements, acquisition efficiencies, and technology insertions.
 - c. Coordinates with Network Enterprise Technology Command, HQ TRADOC CIO, HQDA CIO/G-6, and USAG Carlisle Barracks Directorate of Information Management (DOIM) to ensure integrated capital IT investment control, to provide an integrated installation IT architecture, and to create opportunities for technologies supporting the USAWC missions.
 - d. Supervises USAWC non-IMA IT activities.
 - e. Coordinates with USAG Carlisle Barracks DOIM to ensure integrated installation priority of IT planning and work efforts.
 - f. Serves as Chief, Knowledge Management Officer for the installation.
-

9-1. Mission of APFRI. Prepares selected military, civilian, and international leaders to assume responsibility for health and fitness of the force, conducts health and fitness research of the over-40 population, and provides information and educational programs benefiting the USAWC, the Army, and the Nation.

9-2. Organization of APFRI. The APFRI consists of the Office of the Director and six programs: Research, Executive Health, Executive Nutrition, Executive Fitness, Executive Enhancement, and Distance.

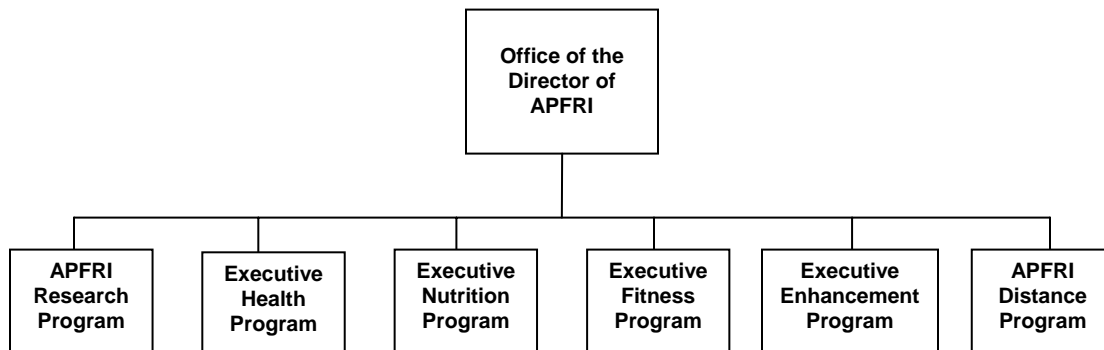


Figure 9-1. Army Physical Fitness Research Institute

9-3. Functions of APFRI.

- a. Serves as an integral part of the USAWC's educational, research, and strategic communications mission.
- b. Develops and executes a health and fitness program for senior leaders that benefits the USAWC, the Army, combatant commanders, DoD, and the Nation.
- c. Publishes research studies related to senior leader health and fitness of relevance to the Army and DoD senior leadership.
- d. Supports the USAWC academic programs with instruction and advice on issues of health and fitness related to strategic leadership development.
- e. Serves as the Army lead responsible for research on health and fitness of the over-40 population.
- f. Identifies and evaluates new research methods for over-40 health and fitness in cooperation with other governmental, academic, and health care institutions.
- g. Provides technical educational programs and consultation to other national and international governmental agencies on over-40 health and fitness.

h. Provides comprehensive health and fitness assessments using state-of-the-art techniques and interventions to enhance the health and fitness of senior leaders, reduce injuries, and reduce the risk of cardiovascular disease (CVD) in the over-40 population.

i. Conducts health and fitness education and training programs for USAWC personnel.

j. Monitors, assimilates, and makes relevant for senior military leaders the health and fitness research conducted in the civilian community.

k. Provides a Senior Leader Tele-health Program to reduce the cardiovascular risk factors and improve overall health and fitness for USAWC DEP students.

l. Conducts the USAWC Leadership Feedback Program, a complementary program that provides USAWC students, staff, and faculty the opportunity to increase their self-awareness and enhance their leadership abilities through a program of 360 degree leadership assessment, self-development, and personality inventories, with particular interest in how these leadership and psychological factors impact on health, fitness, and effectiveness in the development of strategic leadership competencies.

m. Provides TRADOC with technical support for health and fitness programs for the over-40 population.

Appendix A

References

Section I

Required Publications

TRADOC Regulation 10-5
Organization and Functions, U.S. Army Training and Doctrine Command

Section II

Related Publications

(A related publication is a source of additional information.)

AR 10-5
Headquarters, Department of the Army

AR 10-87
Major Army Commands in the Continental United States

AR 25-400-2
The Army Records Information Management System (ARIMS)

AR 350-1

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Army Training and Education

AR 550-51

International Agreements

AR 600-3

Army Personnel Proponent System

AR 621-7

Army Fellowships and Scholarships

AR 623-1

Academic Evaluation Reporting System

AR 870-5

Military History: Responsibilities, Policies, and Procedures

AR 870-20

Army Museums, Historical Artifacts, and Art

DA Pamphlet 350-59

Army Correspondence Course Program Catalog

DA Pamphlet 351-4

U.S. Army Formal Schools Catalog

CJCSI 1800.01B

Officer Professional Military Education Policy

General Orders No. 155, 27 November 1901

The Army War College

General Orders No. 4, 1 February 1950

Army War College

General Orders No. 14, 21 November 1995

United States Army Military History Institute

TRADOC Regulation 350-13

Instruction in Military History

TRADOC Regulation 870-1

TRADOC Military History Program

Section III

Referenced Forms

DA Form 1045
Army Ideas for Excellence Program (AIEP) Proposal

DA Form 2028
Recommended changes to Publications and Blank Forms

Glossary

Section I Abbreviations

AB	Acquisitions Branch
AEO	Academic Engagement Office
AGNSS	Adjutants General National Security Seminar
AHEC	Army Heritage and Education Center
AIEP	Army Ideas for Excellence Program
APFRI	Army Physical Fitness Research Institute
ARIMS	Army Records Information Management System
ARNG	Army National Guard
AWD	Art of War Department
BSAP	Basic Strategic Art Program
CAAS	Contracted Advisory and Assistance Service
CAC	Combined Arms Center
CG	Commanding General
CG/Cmdt	Commanding General/Commandant
CIO	Chief Information Office
CofS	Chief of Staff
CPAC	Civilian Personnel Advisory Center
CSA	Chief of Staff, Army
CSL	Center for Strategic Leadership
CVD	cardiovascular disease
DA	Department of the Army
DAA	Department of Academic Affairs
DCG/CofS	Deputy Commanding General/Chief of Staff
DCLM	Department of Command Leadership and Management
DCmdt	Deputy Commandant
DCS	Deputy Chief of Staff
DCSOPS&T	Deputy Chief of Staff for Operations and Training
DDE	Department of Distance Education
DEP	Distance Education Program
DFAS	Defense Finance and Accounting Service
DLAMP	Defense Leadership and Management Program
DMSP0	Department of Military Strategy, Planning, and Operations
DNSS	Department of National Security and Strategy
DoD	Department of Defense

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DOIM	Directorate of Information Management
DOTMLPF	doctrine, organization, training, materiel, leadership and education, personnel, and facilities
DPO	Director of Plans and Operations
DRM	Director of Resource Management
DSC	Defense Strategy Course
DSS	Directorate of Strategic Systems
EDAS	Enlisted Distribution and Assignment System
EMILPO	Electronic Military Personnel Office
EO	equal opportunity
EOA	Equal Opportunity Adviser
EPBAC	Executive Program Budget Activity Committee
FA	functional area
HQ	headquarters
HQDA	Headquarters, Department of the Army
HRC	Human Resources Command
HRD	Director of Human Resources
HSB	Historical Services Branch
IF	International Fellow
IMA	Installation Management Agency
IO	international organizations
IT	information technology
JFLCC	Joint Force Land Component Commander
JFOWC	Joint Flag Officer Warfighting Course
JIIM	joint, interagency, intergovernmental, and multinational
MACOM	major Army command
MEL-1	Military Education Level-1
MHI	Military History Institute
MPD	Military Personnel Division
NCO	noncommissioned officer
NGO	nongovernmental organization
NMS	National Military Strategy
NSS	National Security Strategy
OGD	Operations and Gaming Division
OPS	Operations Branch
PAO	Director of the Public Affairs Office
PBAC	Program Budget Activity Committee
PERSTEMPO	personnel tempo
PKSOI	Peacekeeping and Stability Operations Institute
PO	Publications Office
POM	Program Objective Memorandum
POV	privately owned vehicle
PPBE	planning, programming, budgeting, and execution
PPBES	Planning Programming Budgeting and Execution System
RC	Reserve Component
RCNSIS	Reserve Component National Security Issues Seminar

REP	Resident Education Program
RSPD	Regional Strategy and Planning Department
SCE	Strategic Crisis Exercise
SEEG	Strategic Experiential Education Group
SJA	Staff Judge Advocate
SOH	safety and occupational health
SRCOG	Senior Reserve Component Officer Course
SSCFP	Senior Service College Fellowship Program
SSI	Strategic Studies Institute
STD	Science and Technology Division
TOPMIS	Total Officer Personnel Management Information System
TRADOC	United States Army Training and Doctrine Command
TR	TRADOC Regulation
TSB	Technical Services Branch
USAG	United States Army Garrison
USAR	United States Army Reserve
USAWC	United States Army War College
WSP	Warfighter Studies Program

Section II

Terms

Definitions of terms are found in Joint Pub 1-02. This glossary defines terms requiring expanded explanation.

Adjutant General National Security Seminar

The AGNSS is a one-week seminar, conducted in conjunction with the USAWC resident student program, which provides 54 State/Territory Adjutants General (or their Deputy Adjutant General) an update on national security issues.

Advanced Strategic Arts Program

The Advanced Strategic Arts Program is a course of academic study which prepares officers from the Army, Navy, Air Force, and Marine Corps to be effective theater strategists.

assist

An organization or staff element a higher headquarters directs to provide augmentation or other support to a lead for a function, task, or role. The augmentation or other support includes, but is not limited to, all applicable doctrine, organization, training, materiel, leadership and education, personnel, and facilities (DOTMLPF) domains. The organization that aids, complements, or sustains another organization, and is responsible for providing the assistance the lead organization requires. (TR 10-5)

Basic Strategic Arts Program

BSAP is an educational program to provide newly designated strategic plans and policy officers (FA 59) an introduction to strategy and to the unique skills, knowledge, and attributes needed as a foundation for their progressive development as Army strategists. This program will provide

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the basic qualification for FA 59 and form part of the intermediate level education for these officer.

Bristol Military History Writing Awards

Colonel Thomas F. and Marie Bristol Military History Writing Award is presented to the USAWC student who writes the most distinguished paper addressing historical perspectives concerning strategic leadership, landpower, or national military strategy.

center of excellence

An organization or group of organizations within close proximity, whose charter is to promote the advancement and study of a selected topic, project, or item of equipment on behalf of HQDA. This center will often serve as the subject matter expert on the topic.

Combined Force Land Component Commander Conference

The Combined Force Land Component Commander Conference is a one-week conference that focuses on preparing senior flag-level officers to function effectively as land component commanders in the joint, combined/multinational, and interagency environment.

Defense Leadership and Management Program

A department-wide program for growing future DoD civilian leaders through "joint" civilian training, education, and development.

Defense Strategy Course

A six-month USAWC distance education program offered twice each year. The course is designed to improve student understanding about the role of the DoD in the development of national security strategy.

Eisenhower National Security Conferences

The Dwight D. Eisenhower National Security Series is a year-long series of events, to include conferences, sponsored by the U.S. Army, along with several partner organizations, to create a broad and unique forum to discuss and debate contemporary and future national security issues. Series events incorporate diverse viewpoints among the spectrum of national security stakeholders and policy makers; both public and private sector, foreign and domestic.

Enlisted Distribution Assignment System

A system used by U.S. Army enlisted personnel assignment managers to determine enlisted personal requirements across the force, then assign Soldiers to achieve the appropriate force balance.

Executive Enhancement Program

Develops psychological hardiness, resiliency, and proactive measures that a strategic leader can use to reduce the toxic components of Type A behavior, stress, and Operating Tempo demands.

Executive Fitness Program

Provides case management and intervention programs of USAWC students and senior military leaders to improve fitness levels in individuals with low aerobic capacity, low strength, elevated body fat percentage, and those at high risk for CVD. Administers injury prevention strategies for senior leaders to decrease the incidence and severity of sports-related injuries and works to restore normative physical performance in those with injuries.

Executive Health Program

Aggressive case management of USAWC students and senior military leaders identified as being at high risk for cardiovascular disease and who exceed national guidelines for hypertension, cholesterol, and glucose levels; use tobacco; have early indications of heart disease; and/or other medical conditions requiring referral to a primary care provider.

Executive Nutrition Program

Provides dietary guidance and intervention to USAWC students and senior military leaders at high risk for CVD, offering them lifestyle modifications to lower their risk for CVD. Selection criteria include hypertension, hyperlipidemia, excessive body fat, and/or poor dietary habits.

External Research Associates Program

A program to cultivate a pool of national security researchers who will complement the USAWC's in-house capability to cover a broad range of national security issues. The program funds research by scholars not affiliated with the U.S. military, the U.S. Government, or for-profit consulting firms. These scholars can be located either in the United States or abroad. This program is a contractual relationship rather than a grant. The U.S. Government pays for the research product upon completion of the project.

Harold Keith Johnson Visiting Professor of Military History

The visiting professor selected annually by MHI to further the education and research of military history.

International Fellow

A CSA-invited officer from another nation studying at the USAWC.

Joint Flag Officer Warfighting Course

A two-week senior officer course taught at Maxwell AFB, Alabama, designed to educate future division/Unit of Employment x, battle group, marine expeditionary force, and wing commanders on joint warfighting.

Joint Force Land Component Commander Course

A one-week course designed to assist in preparing flag-level officers to function effectively as land component commanders.

Key Strategic Issues List

A list of strategic issues to focus the efforts of various researchers across the Army as they prepare studies to help the Army and the DoD community better perform their many essential missions now and in the future.

lead

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The organization or staff element having primary responsibility for a function, task, or role a higher headquarters assigns. Responsibility for the function, task, or role begins with initial assignment and ends with its completion. The responsibility also includes all aspects of execution and integration of all applicable DOTMLPF domains. The organization that receives assistance from another organization(s) or staff element(s), and is responsible for ensuring that the supporting organization(s) or staff element(s) understands the assistance required. Specifically, lead has three areas of responsibility:

- Develop, coordinate, and recommend command policy.
- Develop, coordinate, and recommend command guidance.
- Develop, coordinate, and recommend taskings to execute specific missions and tasks or provide specific support. (TR 10-5)

National Security Policy Program

A course of study to provide USAWC students with a detailed understanding of the contemporary U.S. Government national security policy making environment, a thorough foundation in the theoretical framework of national security public policy decision making, and the fundamentals for the actual craft of national security policy making and implementation.

non-record materials

Records of a nonofficial or private nature that relate to an individual's affairs or to the collecting activity of an individual. Copies of documents reflecting significant decisions, events, or transactions accumulated by senior officials because of their official positions and personal involvement. Documentary materials excluded from the legal definition of public records. These include other copies, sample letters or forms, reproduction masters, and excess stock of publications or forms.

Perspectives in Military History Lecture Series

The USAWC's Military History Institute sponsors a lecture series "Perspectives in Military History." These presentations provide a historical dimension to the exercise of generalship and strategic leadership and to the warfighting institutions of land power.

Planning Programming Budgeting and Execution System

The PPBES is a cyclic process containing three distinct but interrelated phases: planning, programming, and budgeting. In addition to establishing the framework and process for decision making on future programs, the process permits prior decisions to be examined and analyzed from the viewpoint of the current environment (threat, political, economic, technological, and resources) and for the time period being addressed. The decisions are based on and consistent with a set of objectives, policies, priorities, and strategies derived from national security decision directives. The ultimate objective of the PPBES is to provide the operational commanders the best mix of forces, equipment, and support attainable within fiscal constraints.

Program Objective Memorandum

The POM is a document submitted to the Secretary of Defense by the DoD component heads which recommends the total resource requirements and programs within the parameters of the Secretary's fiscal guidance. A major document in the planning, programming, and budgeting

system; is the basis for the budget. The POM is the principal programming document which details how a component proposes to respond to assignments in the Defense Planning Guidance and satisfy its assigned functions of the future years defense program.

Program Budget Advisory Committee

The PBAC is a senior resource committee at MACOM and installation level which determines allocation of manpower and resources at their level. During the year of execution, the committee makes recommendations to the commander on the prioritization of the command's unfinanced requirements. The committee includes members from the command's major subordinate elements.

Research Grant Program

This USAWC program provides resources for faculty and staff to undertake research as described in Carlisle Barracks Memorandum 15-5.

Reserve Component National Security Issues Seminar

The RCNSIS is a one-week seminar conducted once a year in Washington, D.C. designed for RC field grade officers to improve the understanding of contemporary geopolitical issues, the processes involved in national security decision making, and current strategy for meeting U.S. defense needs. Additionally, participants gain expertise in explaining national security issues and concerns within their civilian communities. This seminar was established by the Secretary of the Army and the lead is the USAWC.

Senior Leader Tele-health Program

A comprehensive, web-based program that targets, identifies, case manages, and provides intervention for senior leaders based on their CVD risk factors.

Senior Reserve Component Officer Course

The USAWC annually conducts a one-week seminar designed to broaden the perspective of a select group of RC flag officers from all seven reserve components on a wide variety of national security and national strategy issues.

Senior Service College Fellow

An officer attending civilian educational institution, civilian research organization, or federal agency, and receives MEL-1 credit or equivalent to graduating from a SSC program.

Strategic Crisis Exercise

The annual capstone experiential learning exercise for the USAWC resident class.

Warfighter Studies Program

An elective series at the USAWC to pursue concentrated studies of military and strategic operations, with emphasis on the theater level-of-war.

OFFICIAL:

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Acting Commanding General

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